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Company

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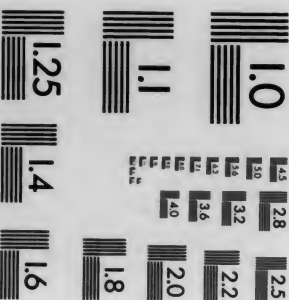
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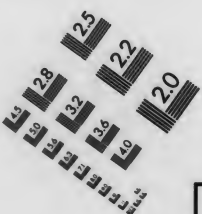
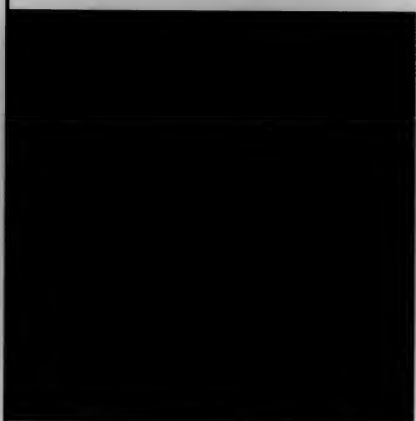
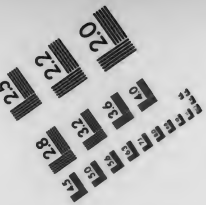
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OLEOMARGARINE REPORT

Prepared in the Research Department

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INTRODUCTION

The development of the oleomargarine industry during the war has been remarkable.. Any product which could survive in the face of adverse conditions such as oleomargarine faced before 1917, must have real intrinsic value. This value was brought home to the American people under the stress of war. Oleomargarine filled an economic need and has won an established place among American industries.

But, now that war has passed, there arises the question of the future of this industry. Will it retain its present hold and continue its progress? The investigation on which this report is based was made for the purpose of throwing light on this question.

During the course of this investigation 2200 questionnaires were sent out to grocers and 3000 to housewives; of these 339 were returned by grocers and 534 by housewives. At the same time 25 manufacturers and branch representatives, 125 dealers, and 155 housewives were interviewed.

The results of the investigation may be stated first. The data on which these conclusions are based will be presented in the following sections of the report.

- I. Manufacturing conditions are favorable to the development of the oleomargarine industry --
 - a. Raw materials and labor are available and the supply may be expected to improve.
 - b. Past growth is an indication of strength.
 - c. The competition of butter will be less severe.

II. Distribution facilities are adequate in volume but need improvement in quality, for --

- a. Present number of dealers can reach all present and prospective customers, but --
- b. Dealers are frequently carrying too many brands.
- c. Prejudice is still prevalent among retailers.

III. Consumption, particularly among the middle classes, may be increased and stabilized, for --

- a. The middle classes are now the principal users.
- b. Prejudice, still prevalent, is diminishing.
- c. Unstable demand for brands may be improved by advertising.

IV. Now is the time to consolidate the oleomargarine industry by powerful advertising.

According to Edward Wiest of the University of Vermont, "The word oleomargarine is made up of the two words, oleic and margarin. Oleic is the adjectival form of oleum which is the Latin for oil. In its combining form this word is spelled oleo. Thus we have the words, oleophosphoric acid, oleopalmitin, oleo-stearin, etc. Margarin or margarine is derived from the word margarin, which is the name given by Chevreul to one of the three fatty acids (olein, margarin, stearin), the glyceryl derivatives of which (olein, margarin, stearin) were thought by him to form the chief constituents of animal fat. Margarine has since been shown, however, to be a mixture of stearin and palmitin. Stearin is the hardest of these constituents, and inasmuch as the

manufacture of oleomargarine involved the separation of most of the stearin from olein and margarine, according to the belief that olein and margarine were separate and distinct substances, the combination of these two could properly be called oleomargarine."

I.

MANUFACTURE

Factors

The principal factors involved in the manufacture of oleomargarine appear to be favorable to the development of the industry. With the high state of efficiency in production attained by leading manufacturers, a high-grade product is assured so long as raw materials and labor are available.

The supply of oleo oil and neutral lard for the future appears to be adequate. So long as the big packing houses are operating near capacity, these products will of course be turned out in good quantities. After a period of high prices during the last year, they have now dropped to more reasonable levels and the tendency seems to be downward. The accompanying chart shows the prices during the past two years.

The price of cocoanut oil has been quite steady for nearly a year now. The potential supply is inexhaustible, and it may be expected that enough to meet all demands will be imported.

In this period of reconstruction any statement as to labor conditions is apt to be upset in a short time. There is an unrest chiefly among the more radical element. The recognized legitimate labor unions may be said to have realized that conservative action is necessary at this time. But for the immediate future conditions are uncertain. Many look for further increases in wages. Nevertheless, manufacturers must operate in spite of any adverse developments. For this is a critical time for oleomargarine manufacturers. It is the golden opportunity to establish the market.

OLEOMARGARINE PRICES OF RAW MATERIALS

Cents

36

30

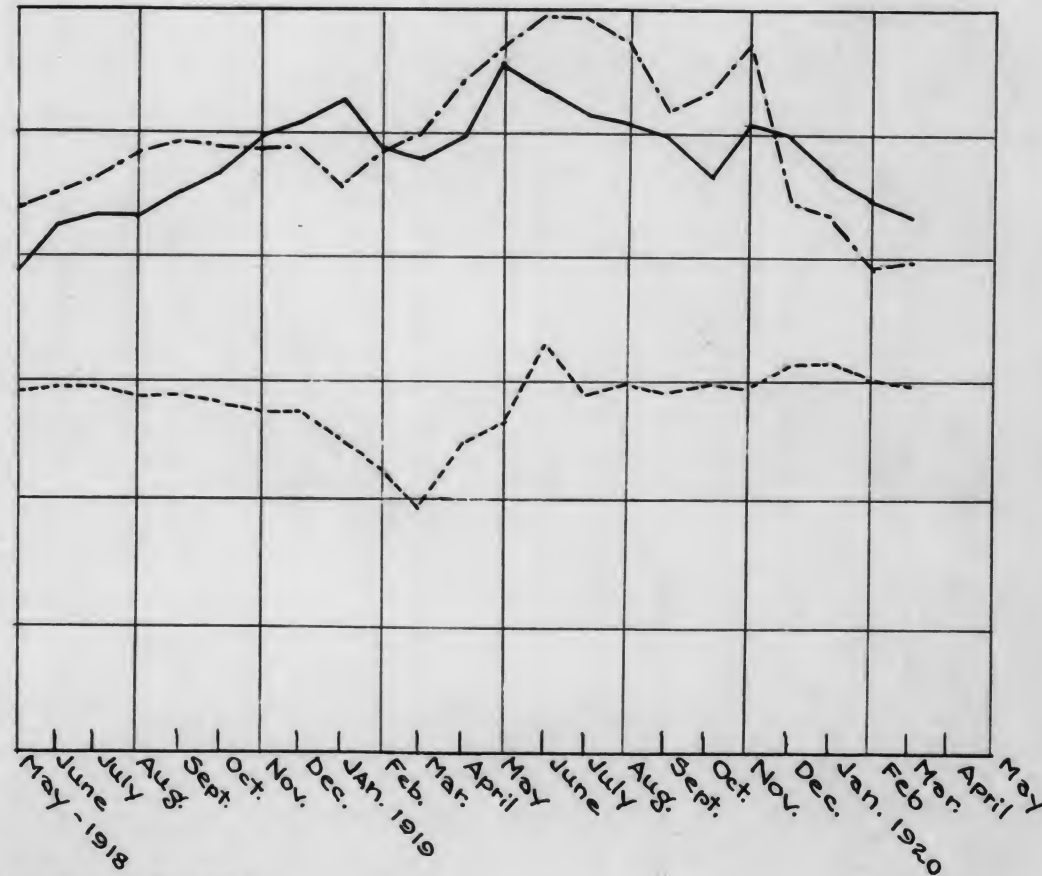
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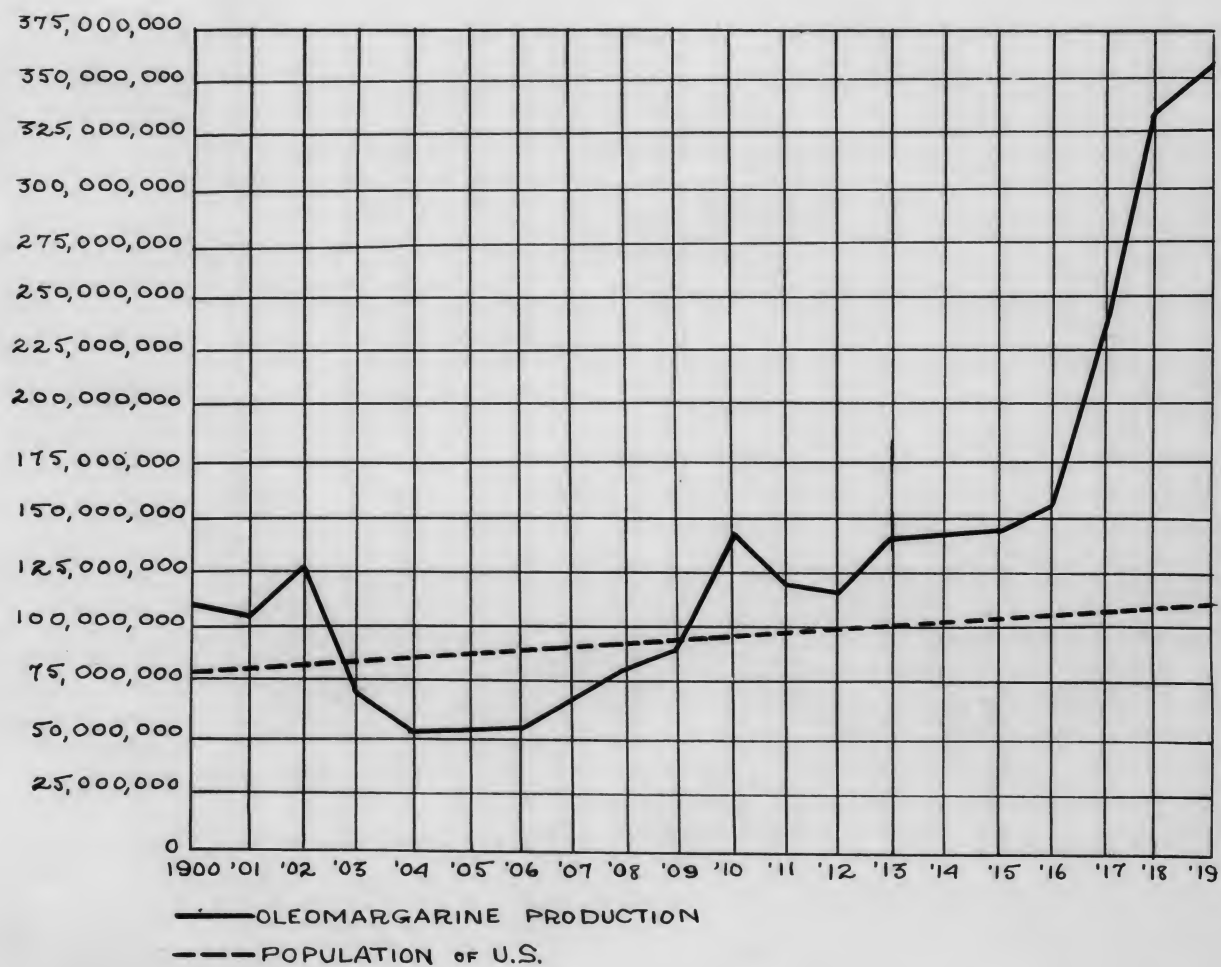
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— OLEO OIL , EXTRA
 - . - - NEUTRAL LARD
 COCOANUT OIL

OLEOMARGARINE PRODUCTION 1900-1919



H

Oleomargarine Production

The yearly production of oleomargarine for the fiscal years ending June 30, is given in the Report of the Commissioner of Internal Revenue for 1919, from which the accompanying chart is drawn up.

The yearly per capita production reflects the same variations as the total production. The great drop in output after the imposition of the ten cent tax in 1902 indicates the important effect of coloring on the demand. Starting in 1905 the use of the uncolored product increased steadily until 1917. In that year, under the stress of war prices, the demand for oleomargarine shot upward. The production in 1919 totaled 359,000,000 pounds, an increase of 136 per cent over 1916.

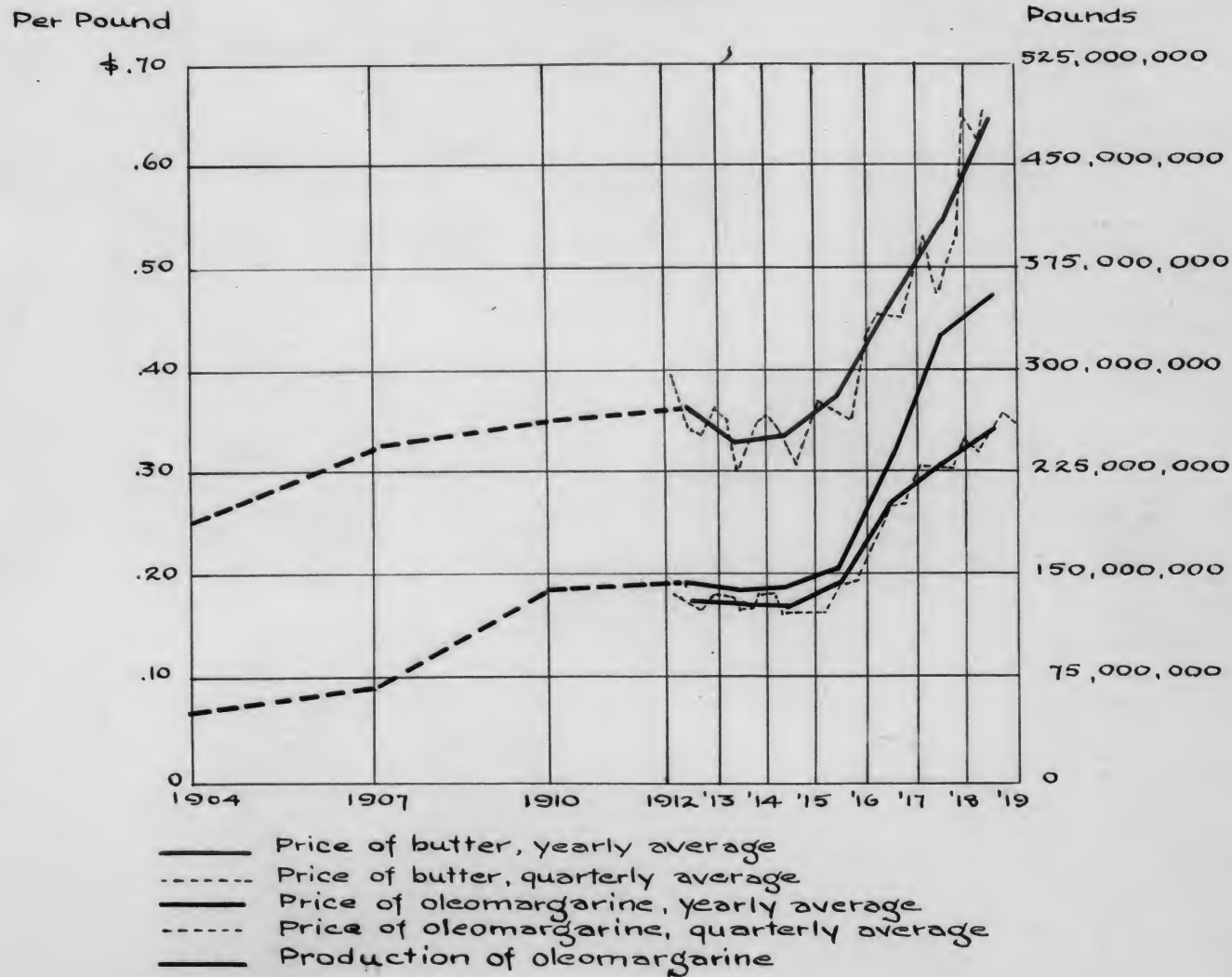
Exports of oleomargarine have been small. In 1919, 23 million pounds, the largest amount to date, were exported. This was less than 7 per cent of the total production. There were no imports.

There have been four chief factors in this sudden growth of the use of oleomargarine. These are the high price of butter, improvements in the quality of oleomargarine, increasing recognition of its food value, and the sales efforts of the manufacturers.

The relationship between the price of butter and the production of oleomargarine is brought out clearly in the accompanying chart.

The production of oleomargarine has varied very closely with the price of butter. Consequently, the recent great increase in the latter affected the oleomargarine industry very favorably. The great improvements in quality which had resulted from the constant efforts of manufacturers enabled them to take advantage

PRICES OF OLEOMARGARINE AND BUTTER
AND
PRODUCTION OF OLEOMARGARINE
1904-1919



of this opportunity. This improved quality, emphasized in the sales efforts of manufacturers, convincing many people of the food value of oleomargarine.

There are now 56 companies manufacturing oleomargarine in the United States, which during the year ending June 30, 1919, produced 359,000,000 pounds. Of this output 53 per cent was produced in the state of Illinois. The production by states is shown in the following table:

Illinois	53%
New Jersey	14%
Ohio	8%
Kansas	6%
Connecticut	3%
Missouri	3%
Massachusetts	2%
Wisconsin	2%
All others	9%

Illinois' leadership is due to its large packing houses, which supply a large part of the oleo oil used in the oleomargarine industry.

Competition of Butter Industry

The production of butter has shown a gradual increase, the rate of which has been slightly less than that of the increase of population. This condition is shown in the following table:

Year	Butter Pounds	Increase over 1909	Population	Increase over 1909
1909	1,696,391,000		90,463,000	
1913	1,757,615,000	4%	97,163,336	7%
1918	1,891,461,000	12%	105,293,471	14%

These figures indicate a slight decrease in the production of butter per capita. The yearly averages are as follows: 1909, 18.7 lbs; 1913, 18.1 lbs; 1918, 18.0 lbs.

Exports of butter in 1918 amounted to 26,000,000 pounds. Although this was the largest amount ever exported with the exception of 1916, it was less than 2 per cent of the total production. Imports were insignificant, being less than two million pounds.

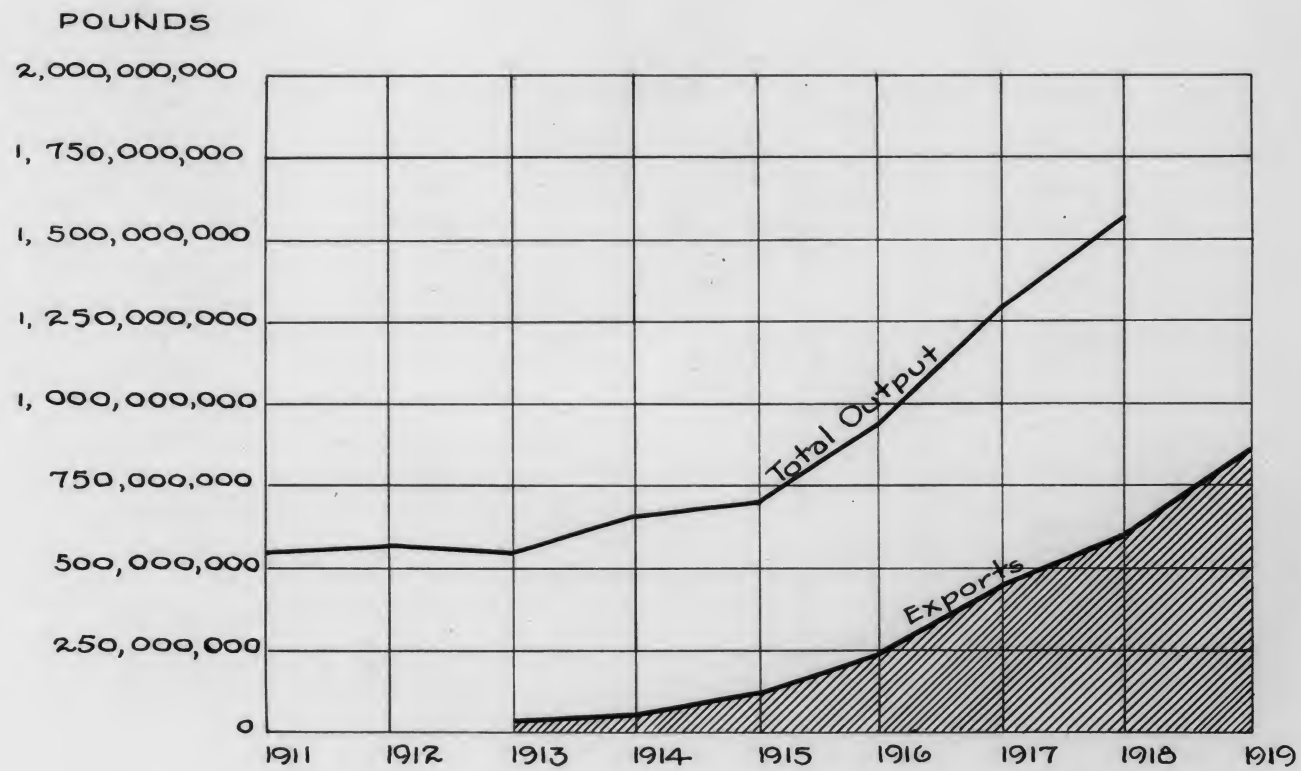
The present tendency in the price of butter and the resultant effect on the demand for oleomargarine was brought out in Chart No. III. The price of butter will naturally continue to be an important factor in the future.

What that price shall be will depend on the amount produced and on the general level of prices. As yet there has appeared no definite tendency to a decrease in the cost of living. Prices have remained at the same high level which they reached during the war. No immediate drop can be expected. Consequently general price conditions indicate a continuation of the present price of butter.

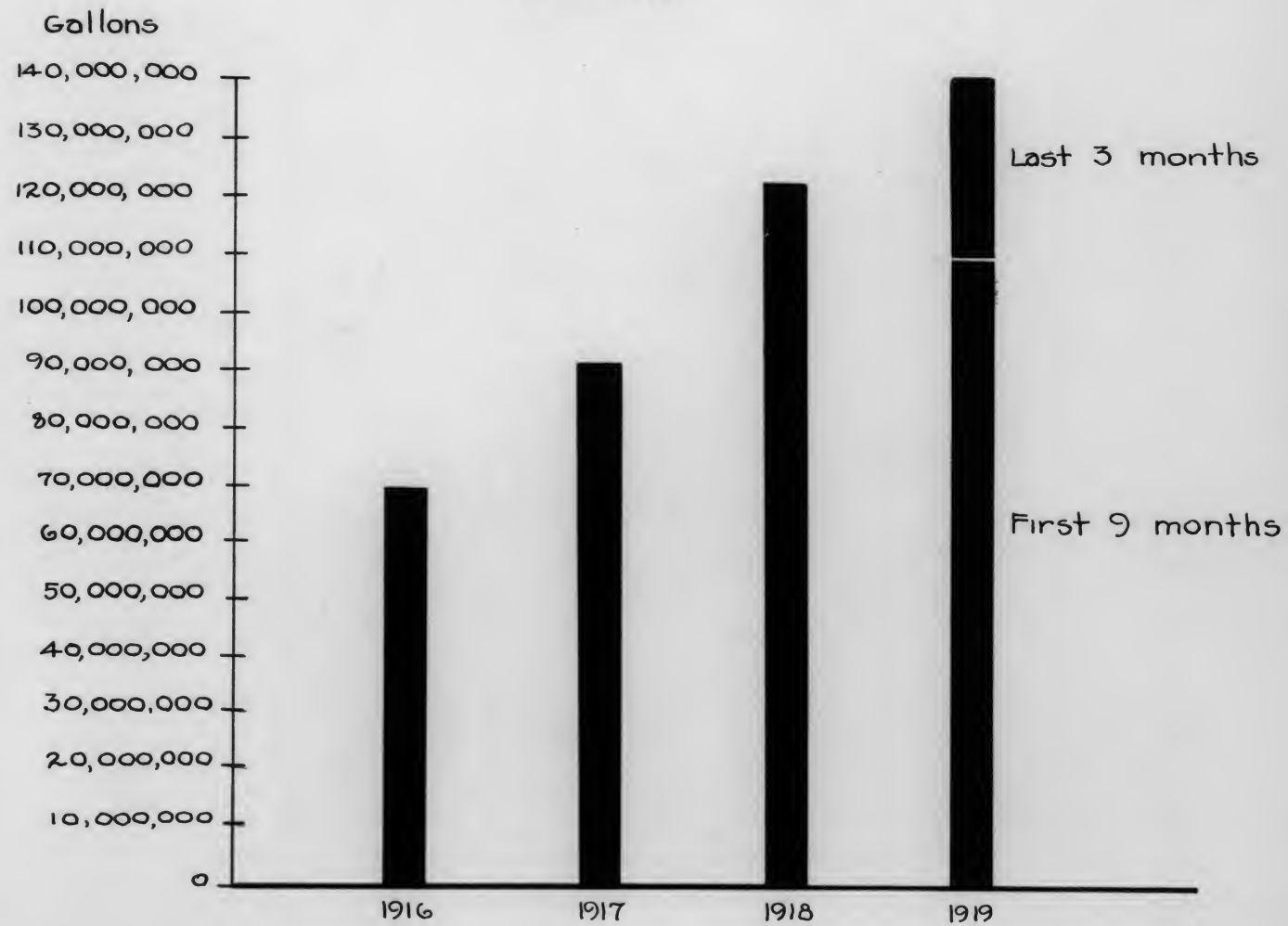
The production of butter is based on the milk supply of the country. Therefore any influence affecting the demand for milk will react on the amount of butter produced. At present 41 per cent of the available milk supply is consumed by the butter industry.

The total supply of milk is increasing only in proportion to the population, as is evidenced by the fact that the increase in the number of dairy cows and in population have been proportionately the same from 1910 to 1919. Farm labor is becoming increasingly difficult to get, due to high industrial wages. The

OUTPUT AND EXPORTS
OF
CANNED MILK
1911 — 1919



ICE CREAM
OUTPUT
1916 - 1919



price of feed has also increased greatly. Under these conditions it is safe to assume that no considerable increase in the milk supply in proportion to population need be expected.

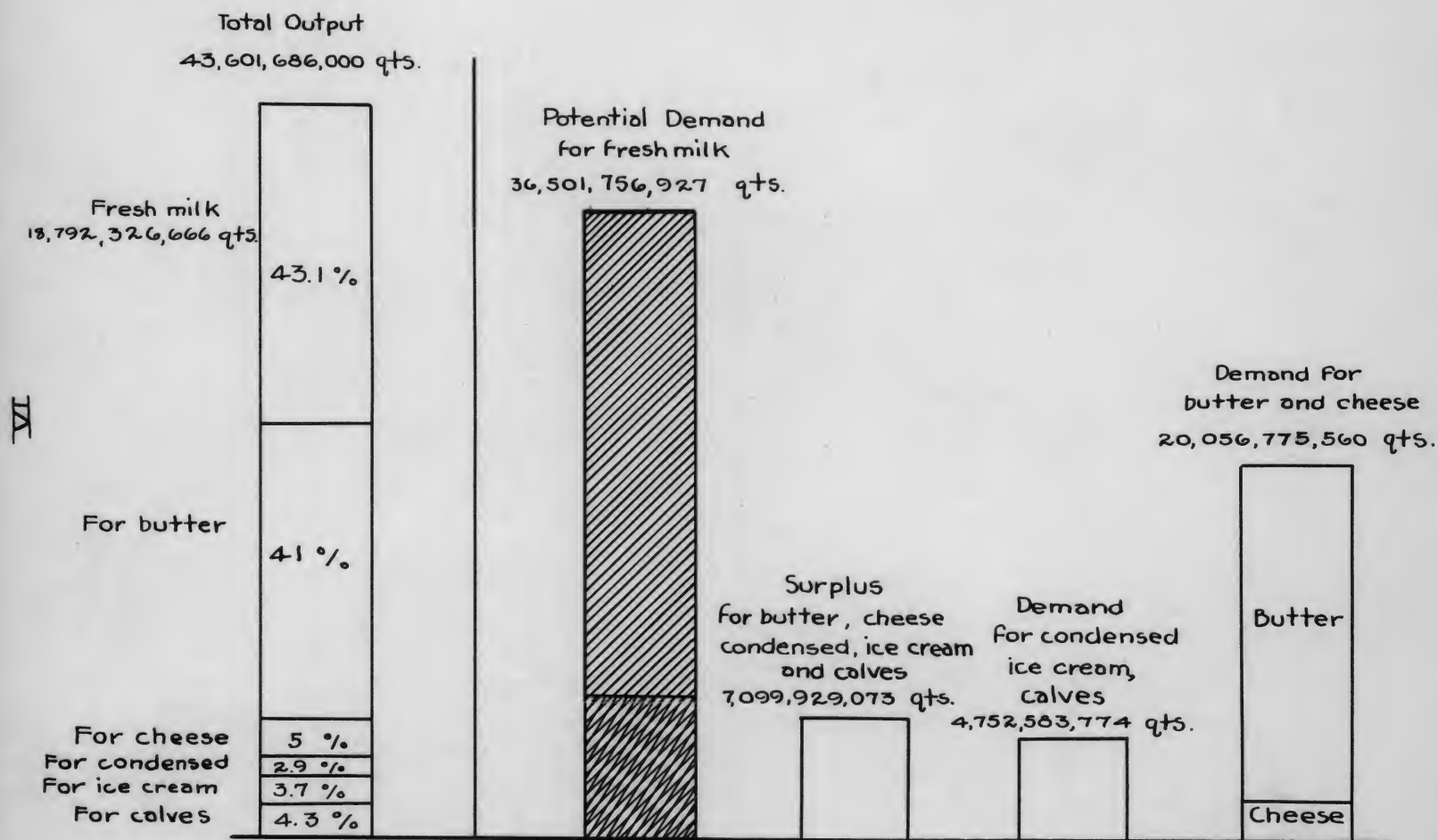
Consequently any increase in the use of milk for other purposes would diminish the supply available for butter. There are at present definite tendencies to increase the consumption of milk in other lines.

The demand for fresh milk now requires 43 per cent of the total supply, approximately 18 billion quarts a year. This is an average of .48 quarts per day per person. The National Dairy Association's campaign advertising "a quart of milk a day per person" is certain to increase this consumption and hence the demand for fresh milk.

The canned milk industry, which consumes 3 per cent of the milk supply, increased 140 per cent from 1915 to 1918. The ice cream industry, to which goes 4 per cent of the milk supply, increased 75 per cent from 1916 to 1919. The growth of these two products is indicated in the accompanying charts. A slump in the exports of canned milk will release quantities of milk which will be readily absorbed by the ice cream industry. The remaining demand for milk, 5 per cent for cheese and 4 per cent for calves, will certainly not decrease.

The present distribution of the milk supply and the possible demands on it are presented in the accompanying chart on "Milk -- Annual Output and Consumption." An increase in the uses of milk for other purposes than butter production may be definitely expected. Consequently the tendency will be toward the limitation of the supply for butter and the curtailment of butter production. Hence its price will continue relatively high.

MILK ANNUAL OUTPUT AND CONSUMPTION



For children one to twelve yrs. @ 1½ pts per day 7,518,796,147 qts.
 For remainder of population @ 1qt. per person per day 28,982,960,780 qts.

II.

DISTRIBUTION

Extent of Distribution

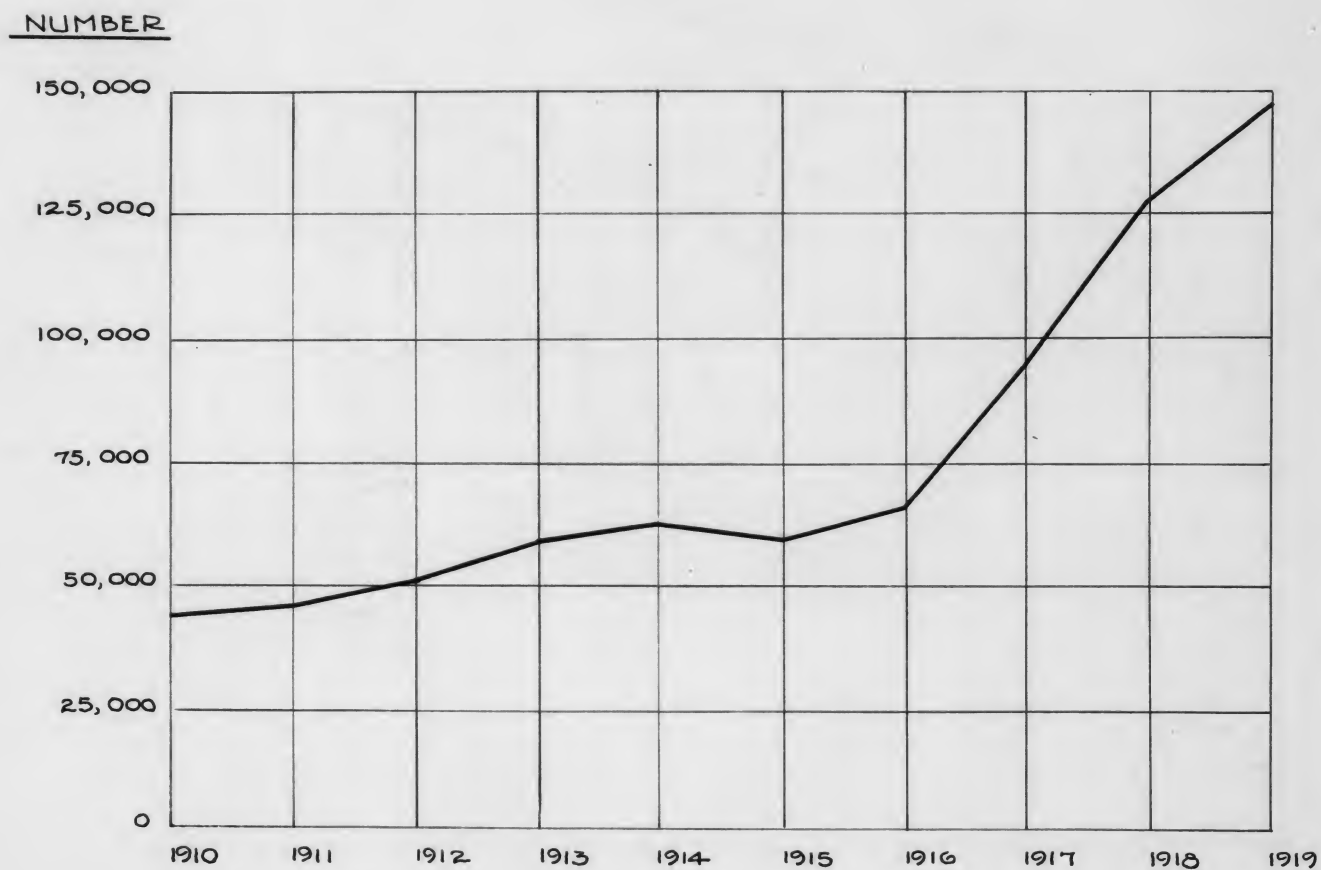
In 1919 there were 148,705 retail dealers in oleomargarine in the United States. Of these only 576 were licensed to sell the colored product. New York led with 19,597, while Illinois was next with 14,240. The increase in the number of retail dealers is shown in the accompanying chart.

From the tabulation of questionnaires it was found that out of 339 grocers who replied 241, or 71 per cent carried one or more brands of oleomargarine. As these returns were distributed throughout the country, it is safe to assume that a similar percentage applies to the retail trade as a whole. This proportion of dealers insures distribution facilities adequate to reach every present and prospective customer.

Each grocer carries one or more brands, sometimes running as high as twelve or even more. Out of 219 grocers carrying a stock 136, or 62 per cent, handled three brands or less. The number of grocers carrying each number of different brands is indicated in the accompanying chart.

It is the consensus of opinion among manufacturers and progressive grocers that no dealer should carry more than three brands at one time. To carry more results in slow turnover and probable deterioration. Stock becomes stale after a week's time, and when too many brands are carried some of the product is sure to be kept longer than that. The customer who gets a stale package receives a very bad impression and is likely to discontinue the use of oleomargarine entirely.

NUMBER OF RETAIL DEALERS
IN OLEOMARGARINE
1910 - 1919



Consequently it can be assumed that 32 per cent of the present dealers are carrying too many brands. Their money is tied up in surplus stock which moves more slowly than it should. Their customers are apt to get stale goods. But there is a growing recognition of this condition among these dealers and a steady tendency to cut down the number of brands carried.

It is significant that in most grocery stores the brand which leads secures considerably over half of the sales. The situation is brought out in the accompanying chart.

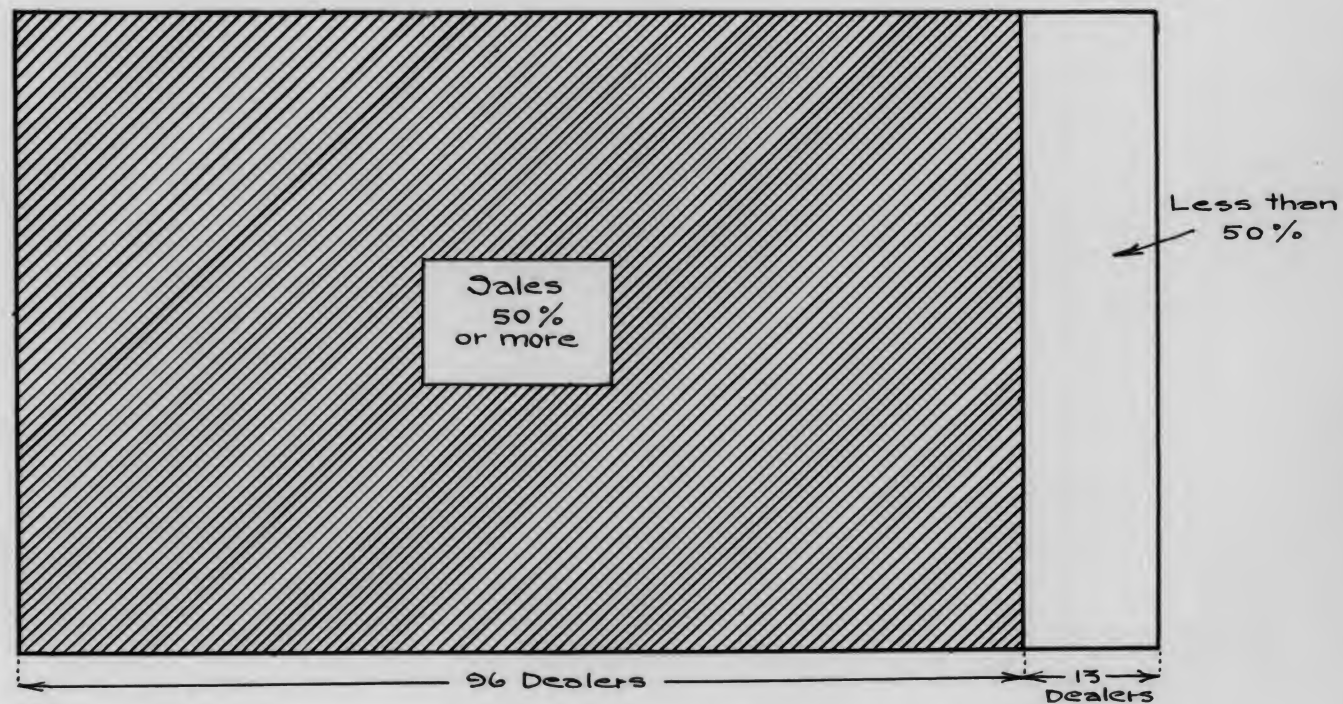
In 96 out of 109 stores carrying more than one brand, the leading brand secured at least half of the sales. In 34 stores it secured three-fourths of the sales. Whatever brand leads in any store, that brand will probably get a majority of the sales.

As yet no individual brand has attained a distribution reaching half of the present dealers. Among 125 grocers interviewed, the leading brand was carried by only 38, or 30 per cent of the total. The percentage of the total dealers carrying each brand is indicated in the following table:

Number of Different Brands	Percentage of Total Dealers
1	30%
1	21%
3	15-20%
1	10-14%
9	5-9 %
61	5 %

Only six brands reached even 10 per cent of the dealers interviewed. Seventy are existing with inadequate distribution facilities because they have not been pushed out of existence by more powerful brands. The oleomargarine industry as a whole has

OLEOMARGARINE
VOLUME OF SALES
OF LEADING BRAND



PERCENTAGE OF
TOTAL SALES

91 - 100 %
81 - 90 %
71 - 80 %
61 - 70 %
50 - 60 %
41 - 49 %

DEALERS

2
11
21
23
39
1

PERCENTAGE OF
TOTAL SALES

31 - 40 %
21 - 30 %
Less than 20 %
Carrying one brand
Did not specify
Total

DEALERS

10
2
None
29
81
219

have not been pushed out of existence by more powerful brands. The oleomargarine industry as a whole has secured good distribution, but as yet no single manufacturer has secured a commanding position among dealers.

Dealer Attitude

There is still a certain proportion of dealers who are more or less prejudiced against oleomargarine. The extent of this prejudice is indicated by the use of oleomargarine by dealers in their own homes, shown in the following table:

229 Grocers Handling Oleomargarine
Number Using in Own Homes

	Number	Per Cent
Table	83	36%
Cooking only	<u>37</u> 120	<u>17%</u> 53%
Do not use	<u>109</u> 229	<u>47%</u> 100%

Only half of these grocers use oleomargarine in their own homes, and only one-third have it on their tables. Obviously, a grocer who will not have oleomargarine on his own table will not recommend it enthusiastically for his customer's table. He will not push the sale of the product and consequently cannot be a fully effective distributor. There is an evident need for education on the value of oleomargarine among dealers handling it.

The considerations which induce a dealer to carry any particular brand are profit, consumer demand,

quality, and service. Profit is, of course, the first consideration. But all progressive dealers recognize that profit comes from volume of sales rather than from margin of profit. Consequently that brand is preferred for which a demand has been built up by advertising.

A stable consumer demand for oleomargarine can be built only on the foundation of quality. Consequently the grocer knows that his greatest profit can be made on brands whose quality stands the test of the consumer's judgment. Only with brands of equal quality is the margin of profit decisive. Service is, of course, important, but is by no means as essential as the other considerations.

III.

CONSUMPTION

Present Demand

Every indication points to the middle class as the principal consumers of oleomargarine. By this is meant chiefly salaried and professional men and their families -- the educated, intelligent, progressive backbone of the American nation. These are the people who keep in touch with current affairs, read magazines and newspapers discriminately, and who are the first to recognize the value of new products. Of course, oleomargarine is used by all classes, but the bulk of sales is to the middle class.

*salaried classes but
hardest by war inflation*

This statement is sustained by the majority of dealers who expressed opinions on the subject. Out of 167 dealers, 113 said that the middle class were distinctly the largest buyers of oleomargarine. An eastern wholesaler makes the statement, "we find that it is the intelligent people who read that use oleomargarine most largely. The working people buy butter no matter what the price. They are prejudiced against oleomargarine."

It is the middle class who have been the first to recognize the healthfulness and the nutritiveness of oleomargarine. With the present standards of manufacturing, purity of materials and cleanliness of processes are assured. No impurity deleterious to health can get into the product. The materials used in high-grade margarines give it a high nutritive value. Experiments by Luhrig indicate coefficients of digestibility of 97.86 for butter and 97.55 for oleomargarine. It is the consensus of opinion among food experts that, especially for adults, the difference in nutritive value between butter and oleomargarine is insignificant.

Uses in the Home

Among 534 housewives who returned questionnaires, 42 per cent use oleomargarine. The purposes for which they use it are indicated in the accompanying chart.

Among 155 housewives interviewed, approximately the same proportion, 43 per cent, use oleomargarine. Of the others, 35 per cent have tried it at one time or another. Only 22 per cent have never used the product at all.

Among the 226 housewives who reported the use of oleomargarine, only 36 per cent use oleomargarine entirely. All of the others use more or less butter, the proportions being indicated in the following table.

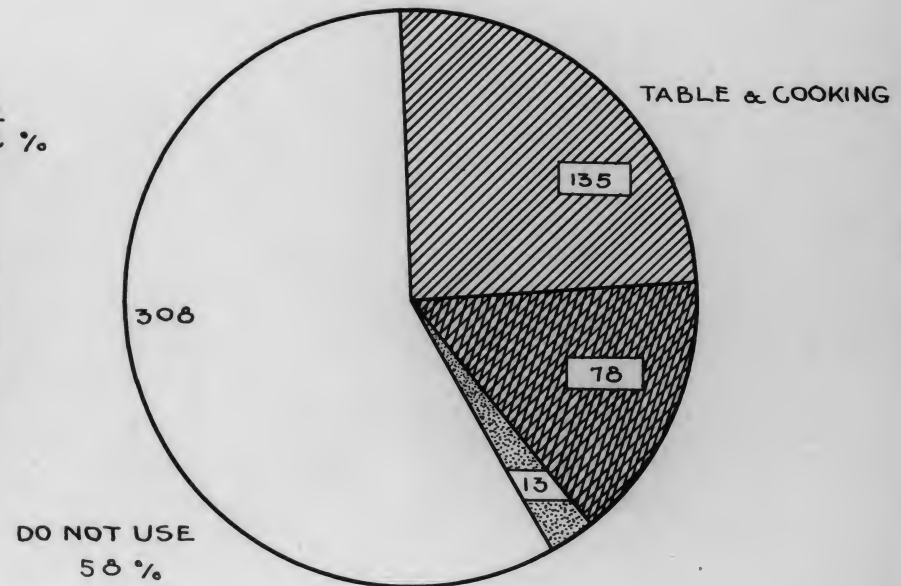
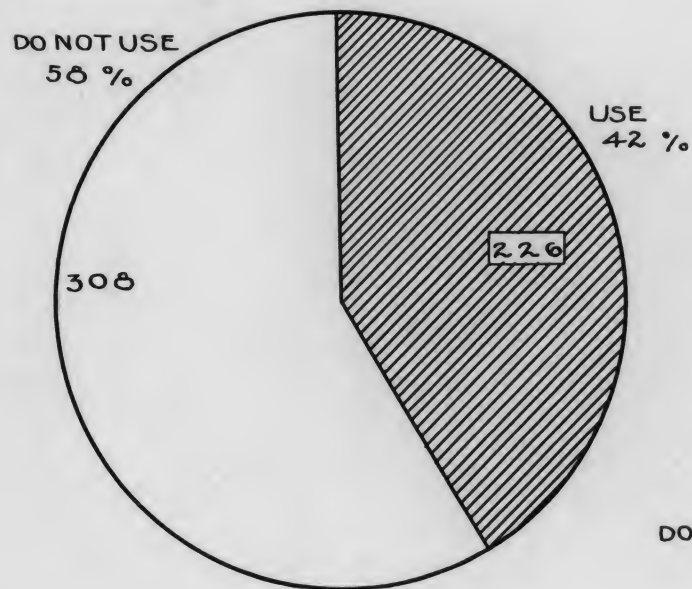
Use oleomargarine only	81	36%
Use oleomargarine & butter equally	84	37%
Use less than one pound oleomargarine per week for family	46	20%
Did not specify	15	7%

Potential Market

Thus we see in the accompanying chart, "The Market for Oleomargarine," that the potential market exists among four distinct groups:

- A. Those who never tried it
- B. Those who tried it but stopped
- C. Those who use less than two pounds per week
- D. Those who use butter and oleomargarine

OLEOMARGARINE
 USERS AND NON-USERS
 534 HOUSEWIVES



Consumer Considerations

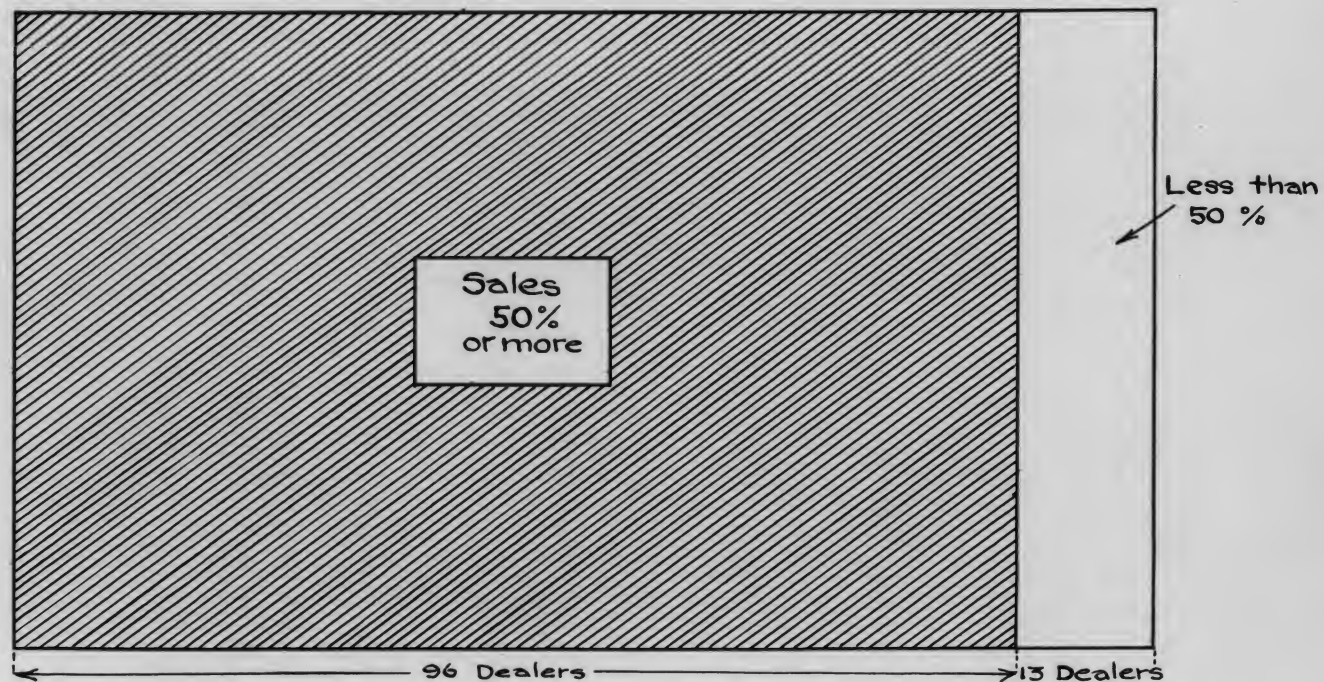
The chief obstacle to the sale of oleomargarine is prejudice on the part of the consumer. While prejudice has diminished during the past few years, it still remains the dominant factor in the sales resistance. Consequently, in pushing the sale of oleomargarine, the chief selling effort needs to be directed against this force.

Prejudice is found on analysis to rest chiefly on two bases -- ignorance and subconscious aversion among both men and women. At one time some unscrupulous manufacturers put out impure and insanitary products. Their methods have injured honest manufacturers by affording a basis for widespread prejudice. So long as people are ignorant of the present purity and wholesomeness of high-grade brands, that prejudice will remain. To destroy it people must be educated on the food value of the modern product. The appeal must be made to men as well as women.

In many cases, because of the prejudice which men have, women have been known to conceal the identity of the spread for bread. The vice president of a very high-grade establishment in Cincinnati said, "Since we put oleomargarine in stock men have come up to me on the floor downstairs and remarked, 'So you're handling oleo. I've always sent my wife here for butter because I knew she couldn't get oleo. Now I'm not sure what I eat.' I've heard it said that a great many housewives fool their husbands."

The salesmanager of a manufacturing concern in Ohio remarked that "many women leave a butter wrapper in a conspicuous place so that the men folks won't suspect that oleo is being served. The housewife must economize."

OLEOMARGARINE
VOLUME OF SALES
OF LEADING BRAND



Percentage of
Total Sales

91 - 100 %
81 - 90 %
71 - 80 %
61 - 70 %
50 - 60 %
41 - 40 %

Dealers

2
11
21
23
39
1

Percentage of
Total Sales

31 % - 40 %
21 % - 30 %
Less than 20 %
Carrying one brand
Did not specify
Total

Dealers

10
2
none
29
81
219

There is also a subconscious aversion to oleomargarine based on the idea that it is a substitute. Because, while used for the same purpose as butter, it sells at a lower price, people subconsciously come to feel that it cannot be as good as butter. This aversion can be conquered by impressing people with the idea that oleomargarine is a worth while product for its own intrinsic food value, not merely as a substitute for butter.

In purchasing oleomargarine, the first consideration of the consumer is quality. This is determined by taste, texture, keeping qualities, and usefulness for cooking. These are the first consumer demands which the manufacturer must meet.

Price is a secondary factor compared to quality. People are willing to pay slightly more for a superior brand. Only between brands of equal quality is price the decisive factor.

As yet the demand for brands among consumers is unstable. There are many brands on the market, each with a more or less wide distribution. A considerable proportion of consumers depend on their grocers entirely for the selection of brands. They take whatever the dealer sends them, sometimes without even noticing the name of the package. Others can be easily persuaded by the retailer to change from one brand to another. As a result there is a constant shifting in the popularity of brands, due to this unstable demand.

The remedy for these fluctuations in popularity is the creation of a stable demand by advertising. Educational publicity which would serve to combat

prejudice could at the same time be made to popularize the brand of the manufacturer back of it. Thus at one time a powerful advertising campaign might increase sales both by gaining new consumers for the industry and by concentrating the demand of present consumers on the advertised brand.

IV.

ADVERTISING

The three chief problems facing the oleomargarine industry today are those of prejudice, unstable demand for brands, and inadequate dealer distribution. Each of these may be met by educational publicity.

The two causes of prejudice -- ignorance and aversion -- can both be met best by education. They are based on a lack of knowledge of the product. To eliminate them both men and women must be convinced of the purity, wholesomeness, and food value of oleomargarine. The greatest number of people can be reached through advertising.

The same advertising which is used to meet prejudice can be made to popularize the manufacturer's brand. New consumers will ask for that brand and present consumers, impressed by its food value, will turn to it. The present unstable demand will tend to crystallize on that particular brand. For that manufacturer the problem of fluctuations in popularity will be solved.

Inadequacies of distribution are now due to prejudice of dealers and unstable demand. The same advertising which reaches consumers will also meet prejudice among dealers. As this prejudice is overcome, more and more retailers will become effective distributors of oleomargarine.

The evils of deterioration and slow turnover, now resulting from overloading with too many brands, will be eliminated as demand is concentrated on a few brands. The manufacturer who creates a powerful, stable demand for his brand will insure for his dealers rapid turnover and continued fresh stock.

To create such a demand requires effective advertising. Only a powerful, well-rounded campaign can achieve real results. Such a campaign must include both national and local media. Newspapers and demonstrations can be used to reach selected localities. To reach the greatest number of people with the most effective educational influence, national magazines and newspapers furnish the most valuable media.

They are best adapted to educational advertising, through the facilities they offer for all devices of the copy-writer. They reach the middle class, who afford the largest market for oleomargarine. Moreover, they are read at times when the reader has leisure to spend in going through the advertisements carefully. This is the psychological moment to reach consumers with educational publicity.

An effective campaign must be powerful and sustained. Real and lasting results can be attained only by persistent effort. But such results are bound to be attained by manufacturers who advertise vigorously. On those brands will be concentrated more and more the future demand. The greatest opportunities await those who grasp them by powerful advertising.

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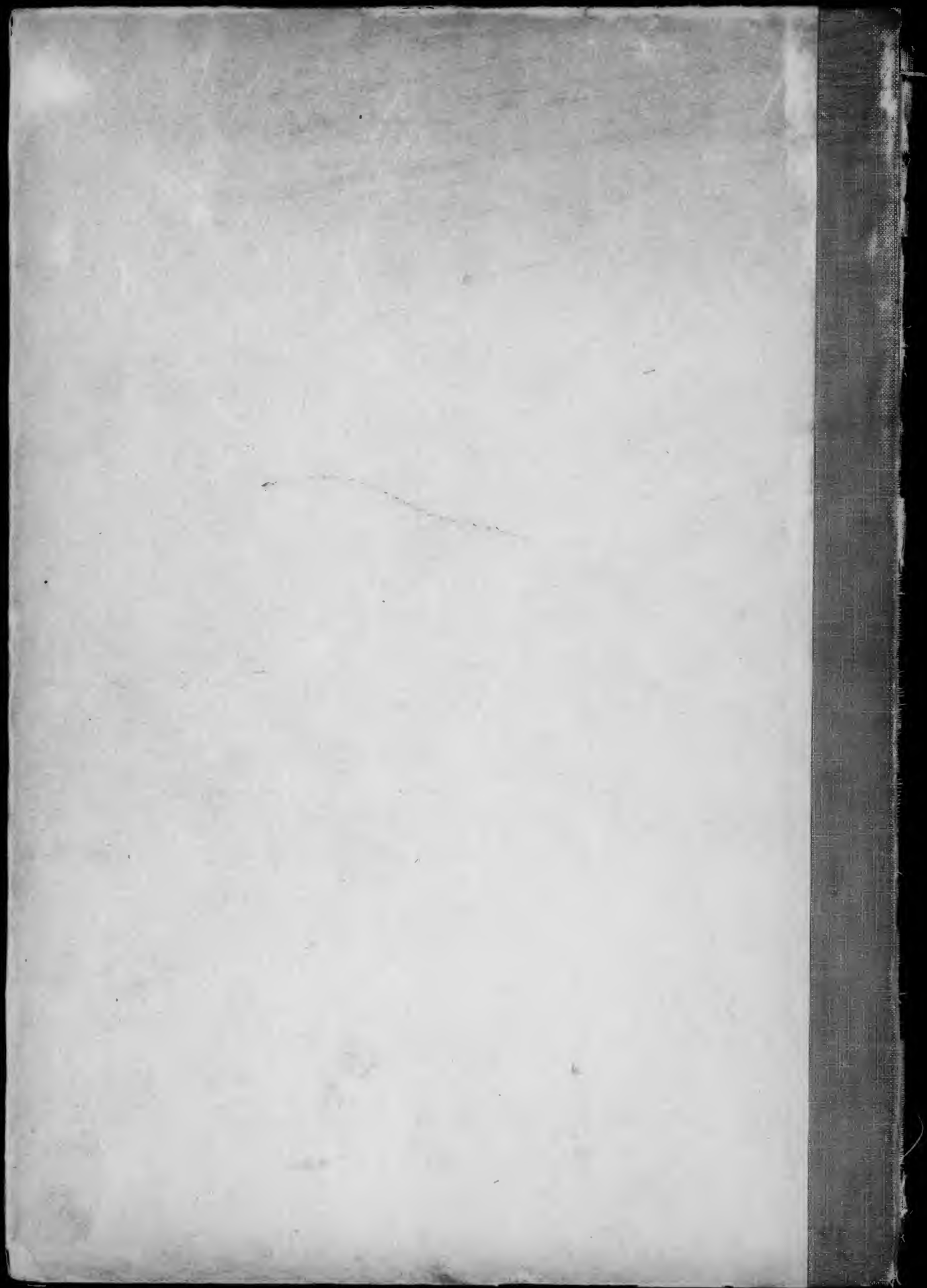
International magazine Co.

0120 magazine report. 1920.

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